



**Global Shapers
Community**
Impact Report
2022-2023





The median age of the world population is less than 30 years old, which means that young people are actually the most important – and most affected – stakeholders when talking about our global future. These are also the people who have the most innovative ideas and energy to build a better society for tomorrow. Young people are the best placed to lead radical, inclusive and transformative change. All world leaders should step up and give them this opportunity.

Klaus Schwab

Founder and Executive Chairman
World Economic Forum

Founder and Board Chair
Global Shapers Community Foundation

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Preface



Natalie Pierce
Head, Global Shapers Community
World Economic Forum

Established by Klaus Schwab in 2011, the Global Shapers Community is an unprecedented network of more than 17,000 inspiring young people and alumni driving dialogue, action, and change in more than 500 city-based hubs in over 150 countries and territories around the world.

Global Shapers are diverse in terms of education, expertise, income, and identity but are united by a shared belief: that young people working together can create positive and lasting change worldwide.

In each city, Global Shapers lead collective action to address the needs of their communities and the world. Volunteer-led projects are wide-ranging and include responding to disasters, fighting climate change, accelerating reskilling, safeguarding mental health, and building more equitable societies. Youth-led initiatives result in positive outcomes for both young people and entire communities as a whole.

On a global scale, Global Shapers are connected through technology, training, and events. They join forces on shared initiatives to scale promising solutions and extend their reach. Exposure to the World Economic Forum and its network of leaders and experts supports young changemakers to grow their influence and impact. Global Shapers also engage with those in power, representing the next generation's interests, in multistakeholder decision-making at the World Economic Forum and beyond.

The Global Shapers Community's 2022-2023 Impact Report outlines our achievements over the past year to drive collective action on some of the most significant challenges of our time. It offers insights into our efforts to support young leaders with the platforms they need to meaningfully shape the future.

This year, we are proud to have directly equipped over 1,200 young innovators and activists in our global network with game-changing opportunities to build practical leadership skills and take action in their local communities. Propelled by new ideas, Global Shapers around the world positively contributed to the lives of 1,200,000 people, amplifying stories that need to be told, demanding dignity for all, expanding access to jobs, housing, resources and services, and much more. This is the undeniable power of young people in action, and it's why we do what we do.

The following pages outline the Global Shapers Community's Impact Framework, including progress on our three strategic objectives: Developing Youth Leaders, Amplifying Youth Voices, and Accelerating Youth Action. We hope readers will be inspired by the impact of our members and join us in advocating for a future that recognizes young people as the driving force for lasting change.

We are sincerely grateful to the 2,500 Global Shapers who contributed to this year's report and continue to work tirelessly to achieve a more inclusive, peaceful, and sustainable world. Thank you for being on this journey with us and creating a better future for us all.

Finally, this report represents the commitment of the Global Shapers Foundation Board, which believes in the power and potential of young people. We also thank our long-standing impact partners, Accenture and The Climate Reality Project, who support our ambitious projects and initiatives worldwide.



Executive Summary

Every day, thousands of decisions about the future of our communities, countries and our planet are made. Too often, young people are excluded from making these decisions, and this phenomenon is widespread. Young people are given too limited voice, resources and power to shape the world.

The Global Shapers Community aims to reverse this trend by providing meaningful, inclusive and long-term opportunities for young people to play an active role in decision-making at all levels and to lead collective action to alter the direction of pressing local, regional and global challenges.

Together, Global Shapers demonstrate that young people are leading lasting change as innovators, activists, and organizers igniting social movements, projects and initiatives to tackle the issues that impact their own lives and those of their communities.

The Global Shapers Community's 2022-2023 Impact Report illustrates the following key findings:

- Global Shapers are creating change worldwide in 513 hubs and 154 countries and territories. In the past year, 59 city-based hubs were opened, and 30 hubs were closed. By joining forces, young changemakers can achieve more together than alone.
- In total, the Global Shapers Community spans 10,542 members and 6,826 alumni. The average number of members per hub is 20, and the average age of our members is 27. Global Shapers demonstrate that age is just a number and that youth can make a difference.
- To assess our progress, 36 indicators were developed across our community's Activities (16), Outputs (9), Outcomes (6) and Impact (5), which are outlined in this report. Refer to our Indicator Framework in Appendix A.
- This year, Global Shapers provided self-reported data on 370 local projects. While we know that many more projects exist but have yet to be reported on (we are rectifying this), this brings the total number to 2,441 projects since the community was created in 2011.
- Global Shapers relied most on the following tactics to ignite change: increasing public awareness, stimulating behaviour change, reskilling groups, securing jobs, and improving access to fundamental resources and services.
- Our members continued to translate the 2030 Agenda into local policies and projects. Global Shapers contributed most to the following Sustainable Development Goals: Climate Action (17%), Quality Education (16%), and Decent Work and Economic Growth (13%).
- Hub projects that aimed to raise awareness for the issues that matter most to young people reached over 1,237,719 people. Since 2011, more than 13.9 million people have been reached by our changemaking efforts.
- Through hub projects, 49,065 people across 61 countries directly benefited from Global Shapers projects this year. This brings our total number of direct beneficiaries since 2011, to more than 2.1 million people.
- 28 stakeholder groups were impacted over the past year by hub projects. The groups that received the most support were Youth (32%), Vulnerable Groups (30%), Women and Girls (13%) and Entrepreneurs (7%). Our network continues to be for youth by youth.
- 63% of Impact Officers stated that they involve local stakeholders in designing and delivering more than half of their projects. Rather than working in isolation, Global Shapers succeed when they work with local stakeholders to implement joint action.

Accelerating Youth Action

- The impact areas where our changemakers focused projects on most were Reskill for the Future (28%) and Protect the Planet (22%).

Developing Youth Leaders

- 1,031 Global Shapers participated in learning and leadership opportunities at our in-person community meetings, summits and events around the world this year.
- Members confirmed having significantly improved skills thanks to our programme. The highest reported skills by Global Shapers include a better understanding of local and global issues (75%), self-confidence (73%), self-awareness (73%), teamwork (70%), leadership (69%) and critical thinking (68%). These are not only the skills required for effective leadership and active citizenship,

but are also among the top attitudes and abilities of interest to organizations across sectors and economies – as outlined in the Forum’s 2023 Future of Jobs Report.

- Global Shapers confirmed that their improved skills gave them an increased ability to: identify opportunities to take action (73%), take on more significant leadership roles (71%) and build connections with local actors (68%) to achieve their impact goals. Remarkably, 41% of our changemakers also reported that their membership uniquely inspired them to start a social enterprise, company or non-profit.
- 96% of Global Shapers agree that their hub is a safe space to share ideas and 95% of Global Shapers feel valued for who they are and for their contributions towards hub goals. Our decentralized hub model successfully facilitates peer support, learning, dialogue and collective action.

- In total, 79 youth voices were amplified on a global scale through influential speaking roles, interviews, podcasts and op-eds designed to ensure the voices of the next generation were heard and acted upon.

Overall, the impact of the Global Shapers Community this year demonstrates that investments in young people’s skills, leadership and solutions pay off. Young people are crucial to identifying new methods to secure the breakthroughs our world urgently needs and are already taking action to implement them.

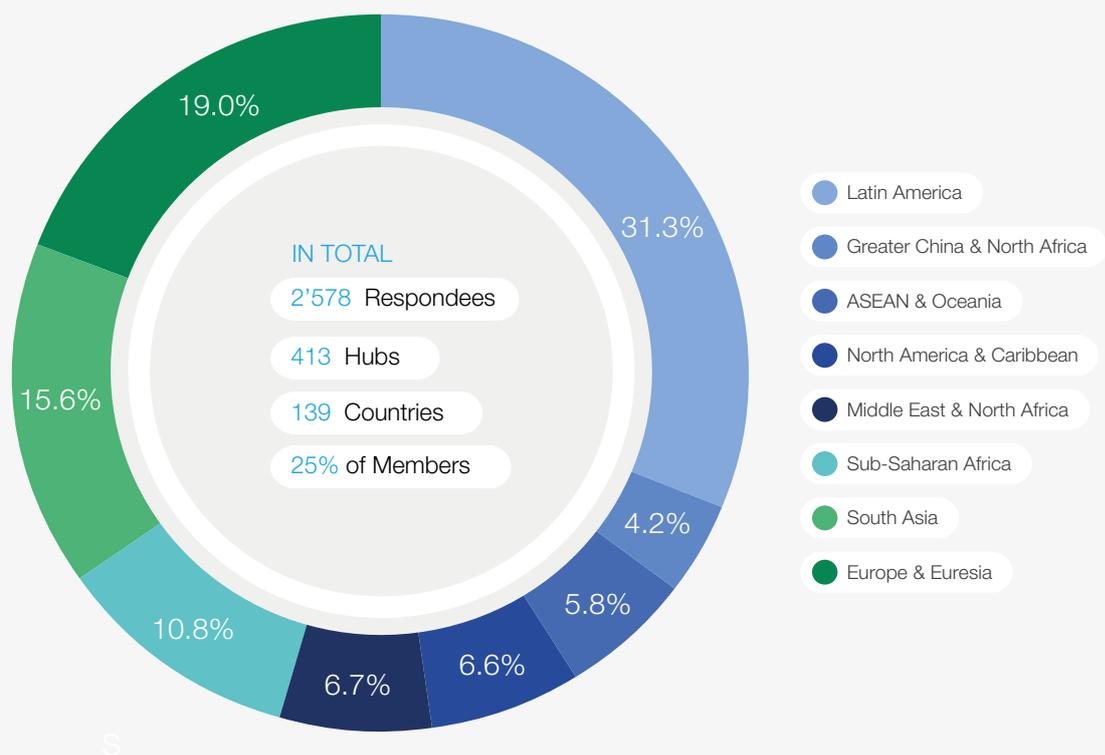
Global Shapers believe that new methods of youth engagement should be created across business, government, and society to represent diverse youth meaningfully in 2024 and beyond. This will make decision-making more effective and build greater trust and cohesion between generations. This is a critical step towards a better future for all.

Looking ahead, the Global Shapers Community will aim to action the recommendations of our members in 2024 and beyond, including continuing to strengthen our learning programme to develop young leaders by introducing new offerings. In partnership with Accenture and The Global Alliance for Youth, the Global Shapers Community will launch an annual Innovation Prize recognizing the most promising hub projects with financial support and mentorship to accelerate inspiring solutions.

Amplifying Youth Voices

- In 2022-2023, we continued to create opportunities for young people to engage with one another and those in power. 197 Global Shapers participated in intergovernmental and multistakeholder decision-making mechanisms at World Economic Forum meetings and other international convenings, such as the United Nations General Assembly and the United Nations Climate Change Conference.

FIGURE 1 Annual Review Survey Responses by Region



Impact Framework

Developed over a decade of practical experience, our Theory of Change offers a comprehensive description and illustration of the Global Shapers Community's mission to Develop Youth Leaders, Amplify Youth Voices and Accelerate Youth Action. Together, our activities ensure that young people are playing a critical role in shaping the future.

FIGURE 2 Global Shapers Community's Theory of Change

Impact	Strategic Goal 1 Develop Youth Leaders	Strategic Goal 2 Amplify Youth Voices	Strategic Goal 3 Accelerate Youth Action
	Young people are playing a critical role in shaping their present and future		
Outcomes	Young people have the confidence and capability to advocate for their interests	Decision-making is more representative of current and future generations	Young people contribute to positive and lasting change with diverse stakeholders
Outputs	Young people acquire new skills to lead and influence others	Diverse youth voices are amplified on a global scale	Young people self-organize to deliver projects to address local needs
Activities	We create opportunities for diverse changemakers to build skills	We facilitate youth participation in decision-making spaces	We support young people to self-organize to lead impactful projects

Our Theory of Change outlines the how, what, and why behind the change that we aim to create in the world and describes the relationship across our community's Activities, Outputs, Outcomes and Impact. To measure our progress across these areas, we deployed 36 impact indicators, summarized in Appendix A.

We distribute an Annual Survey to collect self-reported data from Global Shapers on our Impact Indicators, complemented by internal membership and impact data. In the survey, members generously share qualitative and quantitative information on how our platform helps to support youth leadership, advocacy and action. We thank all our members worldwide who contributed to this year's survey.

In 2022-2023, insights were provided by Global Shapers from across 413 hubs and 139 countries and territories. Some 2,578 Global Shapers (approximately 25% of our total membership) provided feedback in the 2023 Global Shapers Annual Review. Specifically, hub project data was borne by 170 Impact Officers (representing 33% of all hubs worldwide). Impact Officers are appointed hubs leaders who guide members in designing, delivering, and evaluating volunteer-led projects.

While project data is not exhaustive and gaps remain, this report reveals that our members are engaging with one another and those in positions of influence to establish meaningful solutions to local challenges in diverse cities worldwide.



Community Outlook

A global movement for change

What began as a few hundred changemakers in a few dozen capital cities in 2011 has now grown into an unprecedented global movement for and lasting change. Together, Global Shapers believe in a world where young people are central to solution-building and policy-making.

Today, the Global Shapers Community spans 10,542 Global Shapers, driving dialogue and action in 513 city-based hubs in 154 countries and territories worldwide. Over the last year, the average number of members per hub has increased to 20. We aim to continue to grow our membership to an average of 25 members per hub by 2025 to expand our overall membership, reach and efficacy. We believe that young people can achieve more together than they can alone.

Global Shapers are not a homogeneous group; members have diverse lived experiences and create change in different ways. Global Shapers belong to a wide range of industries and recognize multiple identities as crucial to their goals as youth changemakers, such as Indigenous Peoples, people with disabilities, refugees and migrants, and LGBTQI+. Most of our members identify as women (54%), followed by men (44%). Members also identify as non-binary (1.2%) and transgender (0.2%).

Global Shapers are between the ages of 18 and 33, with the highest percentage between 26 and 29. While the average age of our members is 27, this is falling, given the changes to our membership model in 2020, which reduced the maximum age of Global Shapers from 33 to 30 for newcomers.



FIGURE 3 Global Shapers Per Region

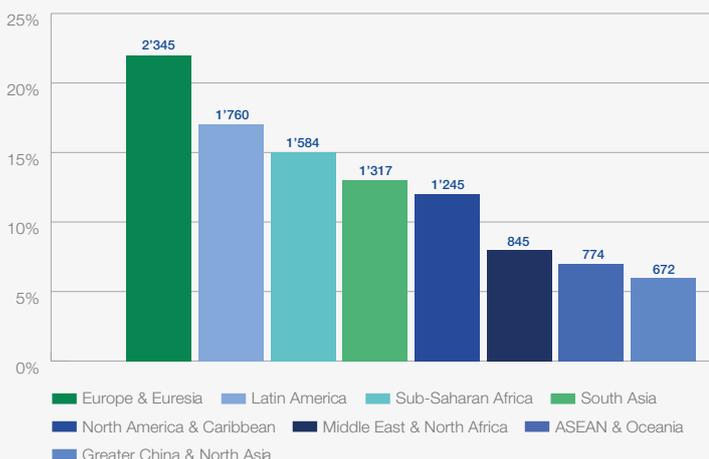
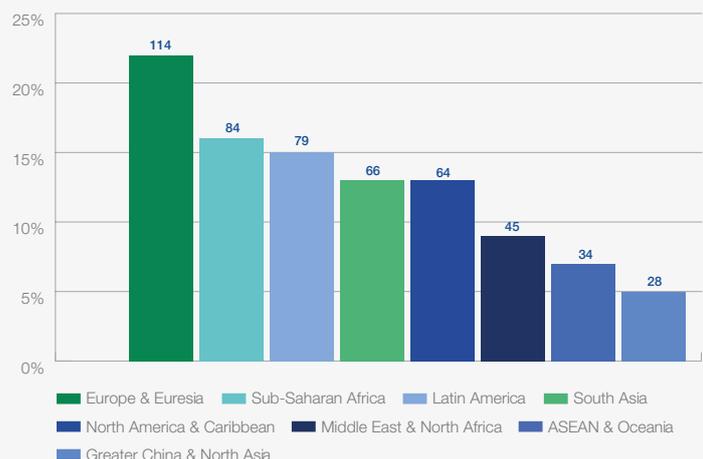


FIGURE 4 Hubs Per Region



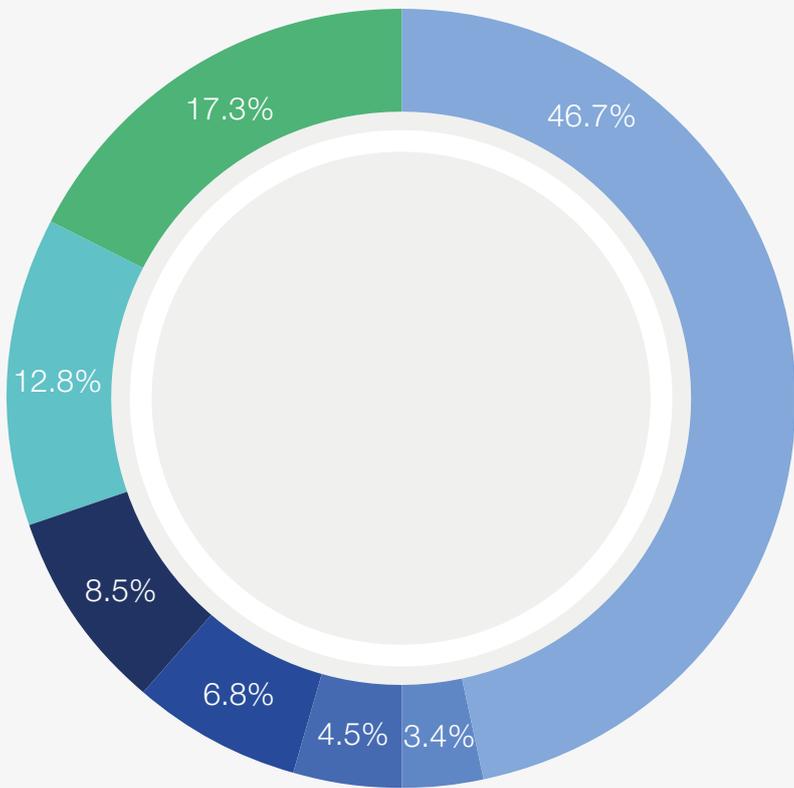


FIGURE 5 Global Shapers per Industry

- Private Sector
- International Organisation
- Social Enterprise
- Government
- Other
- Civil Society / NGOs
- Academia / Education

FIGURE 6 Top Industries Global Shapers Belong to in the Private Sector

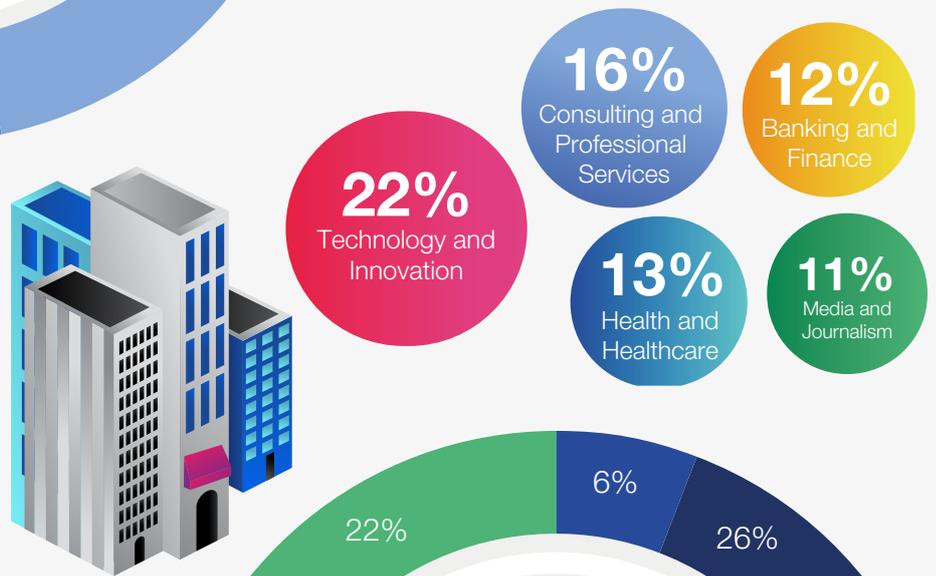
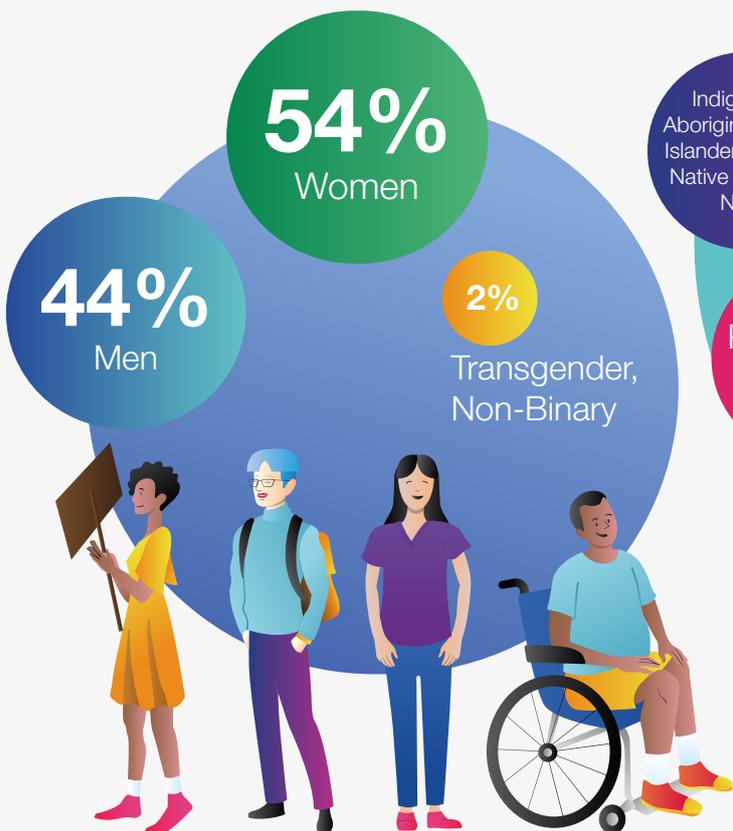


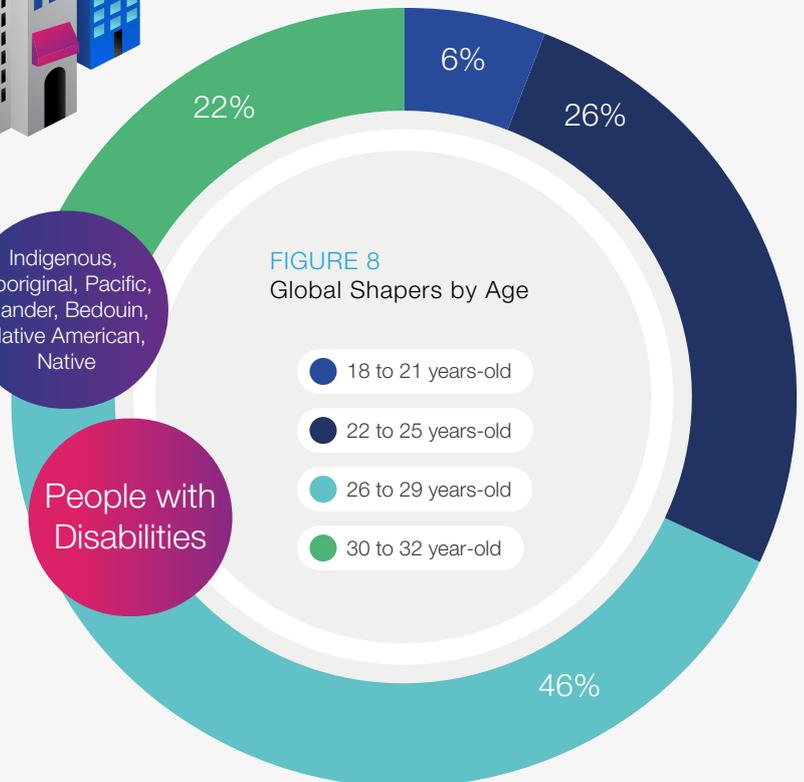
FIGURE 7 Global Shapers Identities



Indigenous, Aboriginal, Pacific, Islander, Bedouin, Native American, Native

People with Disabilities

FIGURE 8 Global Shapers by Age



Develop Youth Leaders

Equipping youth with changemaking ideas and skills

Learning is at the heart of the Global Shapers experience. Membership in our city-based hubs offers young changemakers hands-on opportunities to develop practical skills in organizing, leading and measuring social change. Global Shapers discover how to build teams, inspire volunteers, partner with local stakeholders, mobilize resources, and drive collective action through innovative projects.

In 2022-2023, the most improved skills reported by our members thanks to the Global Shapers Community included a better understanding of local and global issues (75%), increased self-confidence (73%), self-awareness (73%), teamwork (70%), leadership and influence (69%) and critical thinking (68%). These are not only the skills that we believe are required for effective leadership and active citizenship, but they are also among the top attitudes and abilities of interest to organizations across sectors and economies – as outlined in the World Economic Forum's *2023 Future of Jobs Report*.

Some 96% of Global Shapers agree that their hub is a safe space to learn and share ideas, 95% of our members feel valued for who they are and for their contributions towards hub goals and 91% of Global Shapers confirmed that there is equal

access to learning opportunities in their hubs. Our decentralized hub model successfully facilitates peer learning, support, mentorship and coaching.

Equipped with new ideas and skills, Global Shapers reported that they often assume more significant leadership roles in their communities to take their work to the next level. In 2022-2023, 342 Global Shapers were the founders of social enterprises, 332 Global Shapers were the creators of for-profit companies, 170 Global Shapers were the heads of civil society organizations, and 132 Global Shapers were CEOs.

Remarkably, 41% of young changemakers this year reported that they were uniquely inspired by their membership in the Global Shapers Community to start their own social enterprise, company or non-profits; examples are outlined below in Figure 10.

Other influential positions our members hold include board chairs and members, city councillors and commissioners, government ministers and national council presidents, and United Nations high-level champions and advisors. Global Shapers demonstrate that age is just a number and that young people have the energy, expertise and creativity to succeed in influential positions of power.

FIGURE 8 Global Shapers Skills Development and Outcomes



FIGURE 9 Global Shapers Serving in High-Level Leadership Positions



FIGURE 10 Illustration of Global Shaper-Founded Organizations

When asked what action did your membership in the Global Shapers Community inspire, Global Shapers illustrated the creation of the following organizations, companies, non-profits and social enterprises.

ORGANIZATION NAME	FOCUS AREA	HOW BEING A GLOBAL SHAPER CONTRIBUTED TO ITS CREATION
FOUNDATIONS FOR TOMORROW	Non-profit, non-partisan organization engaging youth in decision-making	“Being a Global Shaper bolstered my confidence and enabled me to grow my impact by co-founding Foundations for Tomorrow, a youth-led not-for-profit dedicated to safeguarding the interests of Australia’s future generations. Global Shapers have supported us with time, expertise and connections. In three years, we conducted the largest survey of young Australians, garnering 10,000 responses and resulting in the publication of our Awareness to Action Report, delivered a Future Generations Leadership Accelerator for 350 youth, and established a Parliamentary Group for Future Generations with Australian Federal Ministers.” Bianca Goebel, Global Shaper, Melbourne Hub, Australia
FUNDACIÓN JOVEN 100	Foundation supporting a new generation of engaged citizens	“When I joined Global Shapers, I saw that one of my dreams – establishing a foundation – was not only possible but truly achievable. In my hub, I found the motivation, inspiration, support and mentorship to make it happen. That’s how Fundación Joven 100, a foundation promoting active citizenship and civic culture among Barranquilla residents, was created. We have engaged hundreds of children and families in educational activities across our city.” Jose Dulcey Ospino, Global Shaper, Barranquilla Hub, Colombia
SUREPLUS	Social enterprise tackling food waste and food poverty	“More than 13 million Filipinos can’t afford three meals a day. Yet, Filipinos also waste 300,000 tons of food each year. Being exposed to successful enterprises led by Global Shapers motivated a group in my hub to start Sureplus, a social enterprise to connect excess food from local farmers, groceries and restaurants to consumers. We also accept food subsidy donations for specific individuals, families, and charities. Part of our proceeds are given to our partner charities.” Jason Occidental, Global Shaper, Davao Hub, Philippines
VECTOR	Software development company democratizing computational intelligence	“Being a Global Shaper transformed my view of leadership, particularly what it takes to inspire and motivate a team. Taking the learnings from my hub, I created VECTOR – a software development company democratizing computational intelligence with innovative plug-and-play technology products. Being a Global Shaper has opened many doors for me, including providing the skills, self-confidence, self-awareness and entrepreneurial spirit to do this.” Maaz Ali Nadeem, Global Shaper, Islamabad Hub, Pakistan
VERDELIA	Social enterprise accelerating the circular economy in Mexico	“As a Global Shaper, I transformed a project idea into an enterprise, creating social impact at scale. I established a leading beauty brand focused on sustainability and proved that circularity can work. Using the lessons, inspiration and mindsets I learned as a Global Shaper, I am providing guidance, promoting best practices and advocating for adopting circular economy principles to reduce waste and increase social value among other enterprises in Mexico.” Salma Melissa Mohammadiyan Terrazas, Global Shaper, Morelia Hub, Mexico
XBD	Consultancy firm supporting localized solutions capable of societal impact	“Discussions and collaborations within my hub were instrumental in shaping my understanding of the local business landscape, highlighting the specific needs and challenges faced by companies and startups in Santo Domingo. Drawing from this experience, I founded XBD, a consultancy firm focused on helping entrepreneurs, companies, and startups execute projects efficiently in our local context. I’ve leveraged the knowledge and network gained from the Global Shapers Community to address challenges and readily seize opportunities promptly.” Alain Perdomo Peña, Global Shaper, Santo Domingo Hub, Dominican Republic

Amplify Youth Voices

Ensuring young people have an equal say in the future

Less than three percent of political decision-makers are under the age of 30 and less than one percent are young women, according to the United Nations Youth Office. The Global Shapers Community believes that youth participation in decision-making must radically expand to challenge the status quo and deliver breakthrough solutions to systemic challenges.

In 2022-2023, the Global Shapers Community engaged 1,031 unique changemakers in our global summits and integrated 197 Global Shapers into critical decision-making spaces at the World Economic Forum and beyond. By incorporating diverse youth voices into global solution-building platforms and processes, we found that outcomes became more representative, creative and effective and helped build greater trust in international institutions and between generations and geographies.

This year, Global Shapers demonstrated that despite barriers, youth continue to work tirelessly to raise their voices on the issues they care about most and

frequently reveal a greater willingness to think big, innovate and consider long-term perspectives. In total, 79 Global Shapers had their voices amplified on an influential global scale this year, including 53 members who were given a platform to share meaningful calls to action with world leaders and decision-makers at international convenings.

Some youth calls to action included shifting demand from fossil fuels to clean energy and harnessing the power of nature to draw down carbon pollution, demanding dignity for all and the safe, inclusive, and responsible development of AI, establishing youth councils in every country to provide formal platforms for young people to articulate issues of national importance, and the systematic integration of young people into all intergovernmental mechanisms, especially prioritizing youth from developing countries.

The World Economic Forum is proud to use its platform to open the doors to decision-making for diverse young people from around the world.



FIGURE 11 Our Activities to Amplify Youth Voices



By joining the Global Shapers Community, I witnessed firsthand the power of youth united by a common purpose and a universal language of collective action. Together, our hubs serve as a platform for local and global visibility for the causes that we care about most. We are stronger together than alone – when we join forces, we can actively contribute to developing our countries, cities and communities.

Jodie Padilla Lozano, Global Shaper, Guayaquil Hub, Ecuador



Being a Global Shaper has opened doors to extraordinary opportunities, including my participation in the World Economic Forum’s Annual Meeting, which was life-changing. Representing Mauritius, a small island state that is often overlooked when addressing global challenges, offered me a profound realization of the impact I can make in my country by using my voice to represent the communities on the frontlines of climate change.”

Chitra Gomane, Global Shaper, Port Louis Hub, Mauritius



We have to acknowledge the power that we have as young people to fight for the future of our planet. And we have to flex it. By joining forces with fellow Global Shapers at COP27, we collectively used our diverse voices to put pressure on companies and politicians. We advocated for coordinated actions to advance the global climate justice movement in all cities.

Pato Kelesitse, Global Shaper, Gaborone Hub, Botswana



A year into my Global Shapers experience, I landed my first senior leadership position – a testament to the influence of my hub’s remarkably ambitious, supportive and capable leaders. As a Global Shaper, I honed skills in setting boundaries, navigating complex environments, challenging ageist attitudes, and asserting myself in difficult situations. It taught me that I can contribute to decision-making and drive change.

Hayfa Sdiri, Global Shaper, Tunis Hub, Tunisia

FIGURE 12 Recommendations for Expanding Youth Participation

When asked how we can best accelerate intergenerational justice and expand youth participation in decision-making at all levels, Global Shapers shared the following ideas:

01	Establish national youth councils in every country to formally engage young people in policymaking
02	Provide platforms for young people to articulate youth-related issues of national importance
03	Support young candidates to run for office or formal leadership roles locally and nationally
04	Facilitate meaningful youth participation in the work of municipalities and local governments
05	Systematically integrate youth in all intergovernmental mechanisms, regionally and globally
06	Ensure financial resources to boost the participation of young people from developing countries in international decision-making spaces to ensure diverse views are equitably represented
07	Support young people to be adequately prepared to participate in decision-making, including capacity-building, training opportunities, guidance and the sharing of tools and information
08	Recognize and support youth-led and youth-focused organizations locally and nationally
09	Foster greater synergies across different youth organizations, platforms and networks
10	Integrate young employees into corporate governance, including youth advisory boards
11	Invest in youth-led development solutions to enable young people to shape the future
12	Recognize new forms of youth activism, including online and issue-based campaigning

Accelerate Youth Action

Driving change on the issues young people care about

Young people are at the frontlines of social change. Often referred to as the torchbearers of the UN's Sustainable Development Goals, young people are igniting social movements, projects and initiatives to tackle the issues that impact their own lives and those of their communities and the world.

In 2022-2023, Global Shapers provided self-reported data on 370 projects and 13 multi-city initiatives to advance collective action across our 6 priority impact areas. This brings the total number of projects delivered since 2011 to 2,441 projects and 30 multi-city initiatives to create change.

In every region globally, Global Shapers projects advanced action across two impact areas most: Reskilling for the Future (28%) and Protecting the Planet (22%). Global Shapers are deeply concerned about the long-term impacts of the COVID-19 pandemic on the employment, income, education and skills of young people and vulnerable groups – and offered solutions to improve lives and livelihoods.

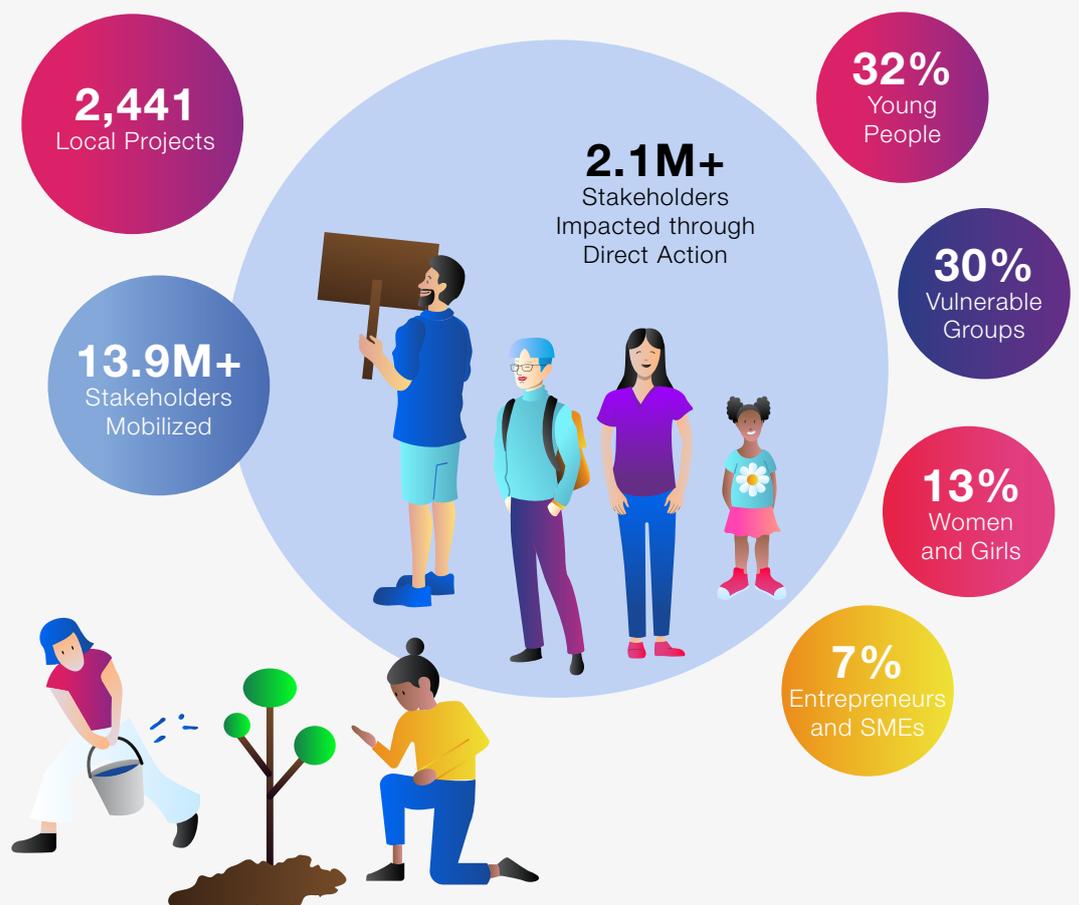
Additionally, Global Shapers remained committed to addressing the multidimensional and interconnected crises linked to climate change. This year, Global Shapers responded to extreme weather events, rising sea levels, changes in precipitation patterns, and loss of biodiversity, as well as led campaigns to reduce emissions, fight pollution, reduce waste and prevent harmful greenwashing and greenhushing.

When asked which levers of change young people relied on most, 104 of 170 Impact Officers (61%) stated that their projects focused on increasing public awareness, and 80 Impact Officers (47%) reported that they achieved critical changes in habits, mindsets, and behaviours to address pressing issues.

Global Shapers spoke up about critical issues in their communities and held decision-makers accountable. Our advocacy campaigns reached over 1,237,719 people in 65 countries in 2022-2023 alone. Since 2011, more than 13.9 million people have been reached by our changemaking initiatives worldwide.

FIGURE 13 Global Shapers Reach Since 2011

Stakeholders impacted most by direct action in 2022-2023:



Moreover, 91 Impact Officers (54%) reported that hub projects improved knowledge and skills, while 36 Impact Officers (21%) reported that hub projects increased economic access or workforce entry. 53 Impact Officers (31%) secured critical resources for vulnerable groups, and 41 Impact Officers (24%) reported that hub projects expanded access to essential services. In total, the lives of 49,065 people in 61 countries were tangibly improved by the actions of Global Shapers this year – bringing our total

number of direct beneficiaries to over 2.1 million people since our community was created.

Global Shapers mobilized to advance the Sustainable Development Goals, achieving outcomes for people and the planet. On trend, hub projects targeted the realization of the following Global Goals most: Climate Action (63 projects or 17%), Quality Education (59 projects or 16%), and Decent Work and Economic Growth (49 projects or 13%).

FIGURE 14 Projects by Impact Areas in 2022-2023

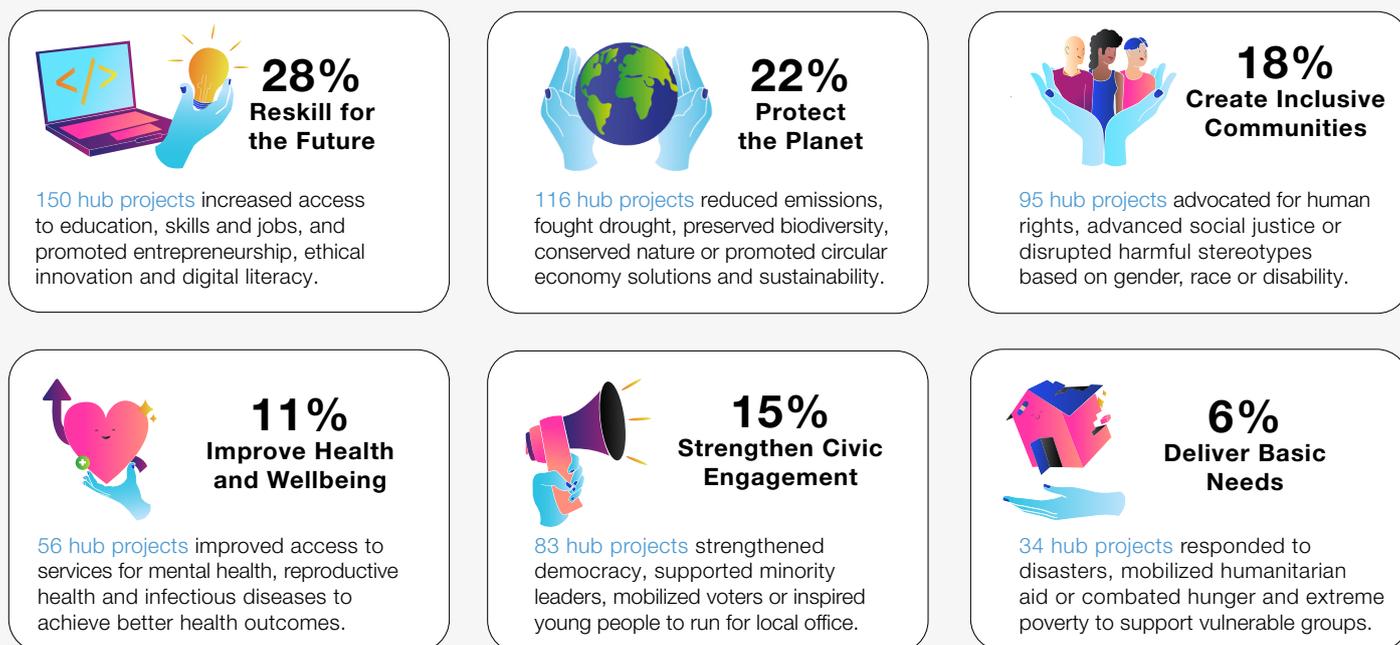


FIGURE 15 Inspiring Examples of Hub Projects in 2022-2023

PROJECT FOCUS	IMPACT AREA	IMPACT DELIVERED
TACKLING YOUTH UNEMPLOYMENT Ahmedabad Hub, India	Reskill for the Future	Nearly a quarter of Indians aged 15 and 24 are jobless, a worsening trend since the outbreak of the COVID-19 pandemic. In response, Global Shapers launched Project Accelerate: Skills, Set, Go, a comprehensive initiative to provide youth with the skills and opportunities necessary to succeed in a rapidly changing and competitive job market. Certified by UNDP's train-the-trainer Movers Programme, Global Shapers in Ahmedabad conducted localized courses equipping more than 3,000 young people with 21st-century skills. Also providing career guidance and counselling, Global Shapers connected 100 participants with entry-level positions and 300 youth with internships in Ahmedabad, providing an average stipend of 3'000 rupees per month.
FACILITATING REMOTE WORK Palermo Hub, Italy	Reskill for the Future	Post-2009 financial crisis, Palermo, like many Southern European cities, faced significant migration due to limited opportunities. Italy alone lost 800,000 citizens to this brain drain. At the same time, 2 million Italians from southern regions moved north, exacerbating the country's economic divide. However, the COVID-19 pandemic and the surge in remote working it prompted has spurred significant change. Global Shapers in Palermo initiated SouthWorking, building a network of young professionals to enhance remote work and advocate for better infrastructure. They mapped coworking spaces, collaborated with officials to increase accessible workspaces in public infrastructure like libraries, and organized events for freelancers, entrepreneurs and remote workers to connect and share knowledge.
OFFSETTING URBAN HEAT Phoenix Hub, USA	Protect the Planet	Phoenix is grappling with severe urban heat and extended periods of scorching temperatures, wreaking havoc on nature and its human inhabitants. In response, Global Shapers are embracing the ancient remedy of tree planting to counter these escalating challenges. Trees sequester carbon, curtail emissions, counteract the urban heat island effect and supply necessary shade. Collaborating with partners like the Tiger Mountain Foundation and Urban Farming Education, Global Shapers are accelerating tree planting in community gardens and areas lacking adequate shade, weaving a green tapestry of hope, resilience and regeneration across the city. To date, hundreds of trees have been planted.

REIMAGINING TEXTILE WASTE Dublin Hub, Ireland	Protect the Planet	Global Shapers in Dublin are confronting the textile waste crisis. Accounting for 10% of global emissions, textiles see 110,000 tonnes discarded yearly in Ireland, mostly from households. The initiative combats greenwashing in textile recycling and highlights the problematic export of textile waste from the Global North. The project offers a verified online repository offering clear textile recycling information in Ireland, complete with a recycling centre map. The project aims to elevate public awareness, diminish textile waste in landfills and champion sustainable fashion in Ireland by transforming consumer choices.
ADVANCING WOMEN'S RIGHTS Dar es Salaam Hub, Tanzania	Create Inclusive Communities	Global Shapers in Dar es Salaam are working to build safe and supportive communities for young women and girls through the Girls First Initiative. Together, Global Shapers lead campaigns and courses to create awareness for critical women's rights issues in Tanzania and beyond and connect young women and girls with the information, training and resources they need to succeed. Global Shapers have reached 6,000 women and girls with messages including their right to live free from violence, to protect their mental health, to be educated and entrepreneurial, to vote and to earn an equal wage. Two thousand women were trained through their online girl's hub, a virtual women's leadership and entrepreneurship training programme.
MAXIMIZING YOUTH VOTERS Abuja Hub, Nigeria	Strengthen Civic Engagement	Despite potential election disputes, young Nigerians played a crucial role in this year's polls. In collaboration with Nigeria's leading elections observer group, Yiaga Africa, Global Shapers hit the streets to educate youth on the importance of voting and its process. Positioned in Garki Model Market, they raised awareness of youth's democratic power. 40% of Nigerians are between 15 and 39, representing around 76% of newly registered voters in the February 2023 elections, with 40% being students. Persistent socio-economic issues, such as ongoing university strikes and high youth unemployment, fuelled their engagement.
SAFEGUARDING MENTAL HEALTH Erbil Hub, Iraq	Improve Health and Wellbeing	For twenty years, mental health in Iraq has been a difficult challenge to address as the country has faced wars, conflicts and political instability. Critical factors like limited medical services, security and the availability of necessities such as food and water have significantly impacted mental wellbeing, with an estimated 20% of the population facing significant mental health issues. Despite this, mental health remains taboo. Global Shapers in Erbil addressed this by initiating Feel Out Loud, a campus-based network that normalises mental health conversations, develops coping mechanisms, promotes intergenerational dialogue, and provides students free access to mental health services, including peer support and virtual care services and systems.
IDENTIFYING LIFE-SAVING DONORS Chennai Hub, India	Improve Health and Wellbeing	For patients who have leukaemia or other blood diseases, a hematopoietic stem cell transplant from a matching, unrelated donor offers the best chance of survival. But unlike other medical donations, a stem-cell donation is a multi-stage process that can take years to complete, and many donors fail to follow through on their initial commitment, curbing the ability to deliver life-saving treatments. In response, Global Shapers in Chennai Hub launched Stem of Life, a campaign drive to make young citizens aware of the importance of stem cell donation and encourage them to register as donors. The campaign has reached 120,000 people and has featured testimonies from recipient donors, doctors, and the Director of State Community Health.
COMBATING FOREST FIRES Tijuana Hub, Mexico	Deliver Basic Needs	Forest fires intensified by climate change and rapid urbanization are escalating in Tijuana, threatening vulnerable communities. Global Shapers proposed a three-step plan: community education on fire management and climate feedback, ecosystem restoration via reforestation and soil improvement, and the creation of a tailored emergency response plan. Over 18 weeks, workshops were conducted in two strategic communities, producing a sustainable fire management manual and an emergency action plan. Collaborative partnerships with Cetys University, Nación Verde and University Autónoma of Baja California aim to empower communities, mitigate harmful climate impacts, and create a replicable model to combat fires.
SECURING POTABLE WATER Cartagena Hub, Colombia	Deliver Basic Needs	In many coastal areas of Cartagena, poor communities need access to potable drinking water. They live near estuaries flowing with contaminants such as agrochemicals, sewage, and untreated urban waste. Partnering with Waves for Water, Global Shapers provided 250 families around Cartagena with portable, easy-to-use and electricity-free water filters. The filters remove biological toxins from the water supply and combat preventable diseases. Since 2011, Waves for Water has partnered with Global Shapers in over twenty cities to identify and reach communities in need, providing filter systems to over 25,000 people.

FIGURE 16 Mid- to Long-Term Outcomes of Hub Projects in 2022-2023

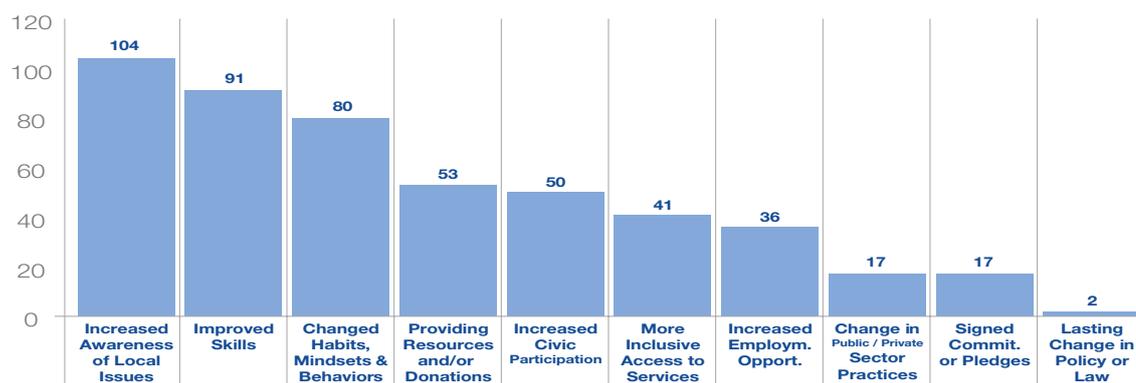


FIGURE 17 Hub Projects by Impact Area Per Region in 2022-2023

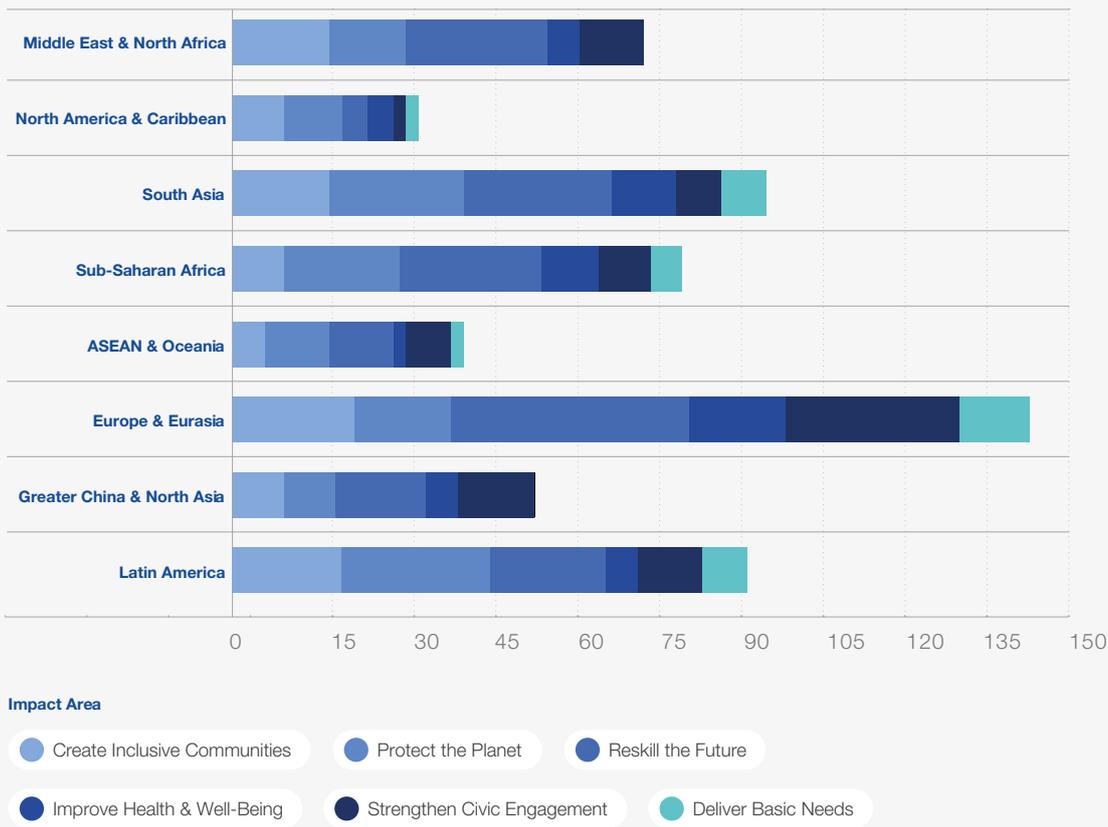
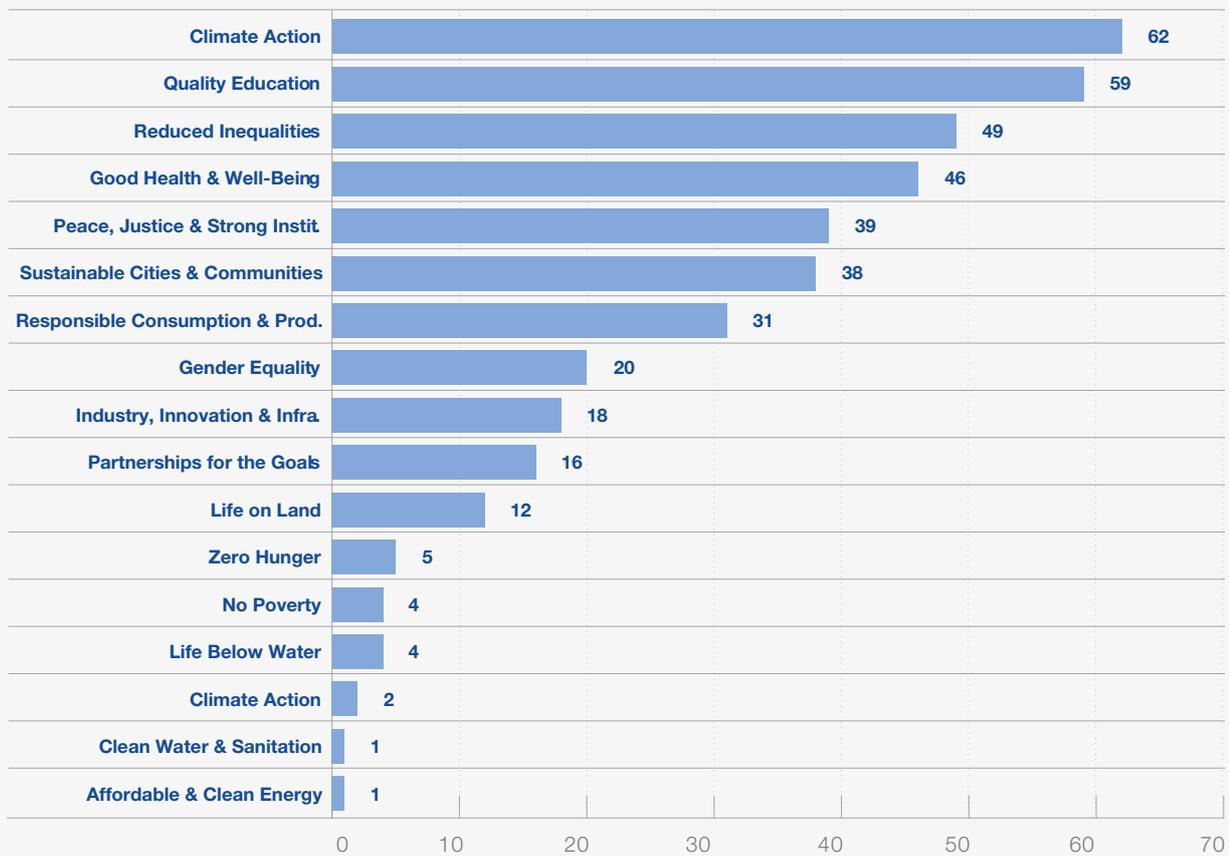


FIGURE 18 Hub Projects per Sustainable Development Goal (SDG)



Co-designing with Local and Global Stakeholders

Our hub model facilitates collective action. Global Shapers believe we can go further together than alone and seek intergenerational partnerships to create and lasting change. Out of 170 responses, 107 Impact Officers (63%) stated that they involved local stakeholders in designing and delivering more than half of their projects. This is an increase from last year, which was 44%. Rather than working in isolation, Global Shapers worked with local stakeholders across diverse sectors to identify gaps and new methods for social change.

Some 110 hubs (65%) partnered with civil society organizations, while 73 hubs (44%) partnered with private companies and 72 hubs (43%) partnered with private citizens. Global Shapers reported collaborating with mayors, experts, academics, policymakers and philanthropists to bring projects to

life, actively inviting perspectives from all interested stakeholders who wished to contribute to their changemaking work. In total, 78 Impact Officers (46%) collected feedback from local stakeholders once their projects had been delivered – an increase from last year’s reported number of 39%.

Finally, 72 projects received grant funding or mentorship from The Climate Reality Project and the late philanthropist Rosamund Zander, totalling 113,000 CHF this year. Since our partnership with The Climate Reality Project began in 2017, over 260,000 CHF was distributed to support projects. In 2023-2024, we aim to double the funding available to support youth-led solutions worldwide. The Global Shapers Community has three partners that significantly help scale our impact: Accenture, The Climate Reality Project and Coaching.com Foundation.

FIGURE 19 Local Stakeholders Involvement in Hub Projects

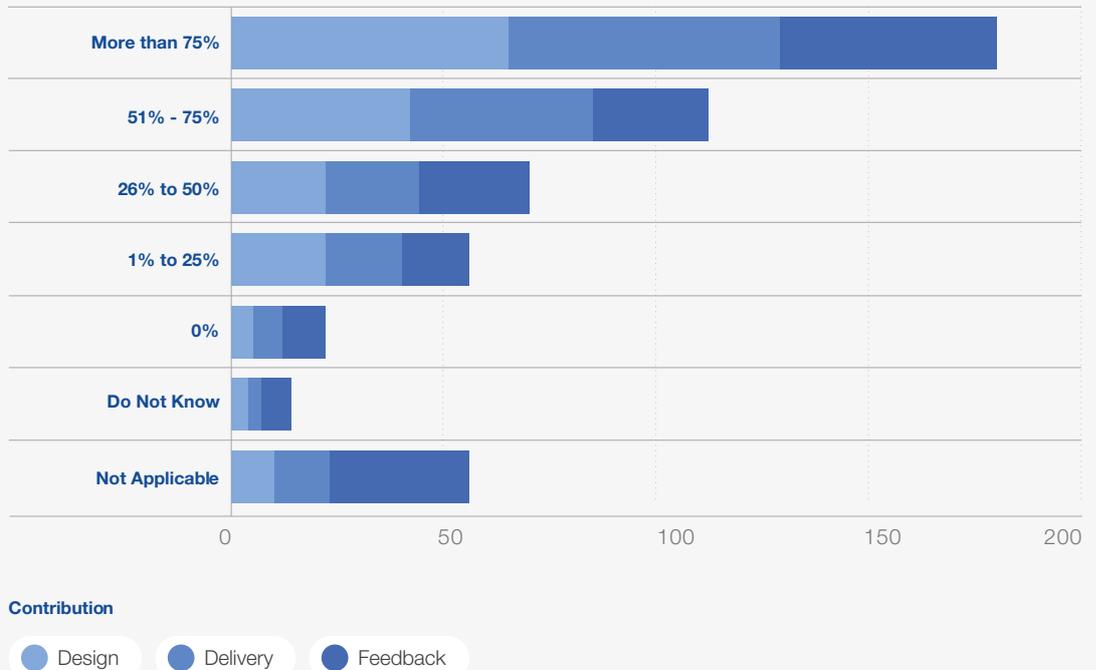
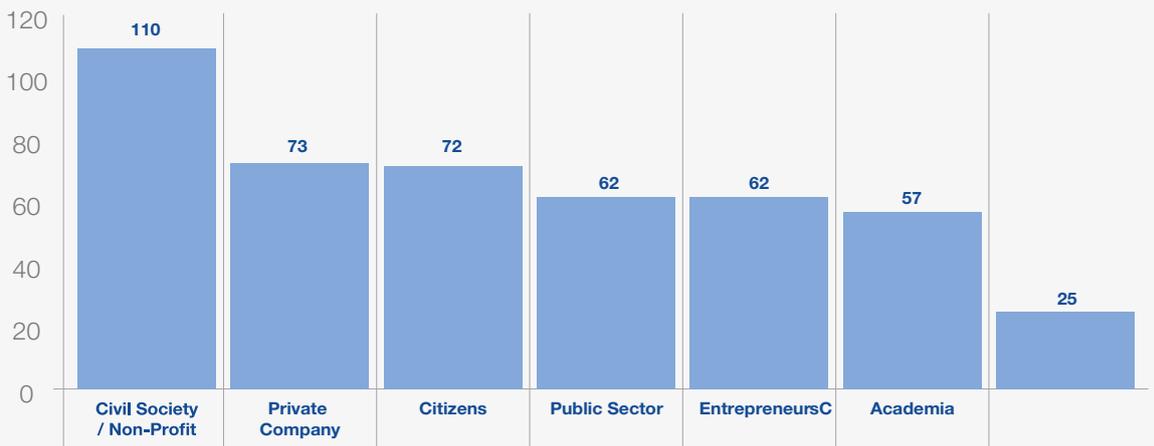


FIGURE 20 Partnerships Established by Global Shapers to Advance Hub Projects



Appendix A

Global Shapers Community Indicator Framework

Impact Indicators		
Young people are playing a critical role in shaping their present and future	01. Young people are influencing critical decision-making bodies	01.1 Number of projects per year that achieve policy change
	02. Local communities are achieving better outcomes	02.1 Number of people who directly benefit from hub projects
		02.2 Number of people who were reached and mobilized by hub projects (excluding those who directly benefited)
		02.3 change has been achieved in a diversity of areas
	02.4 change has been achieved through diverse methods	
Outcome Indicators		
Develop Youth Leaders Young people have improved leadership skills and capabilities	03. Global Shapers apply their acquired skills for change	03.1 Percentage of Global Shapers who confirm their improved skills gave them greater confidence and an increased ability to create change
Amplify Youth Voices Decision-making is more representative of youth	04. Global Shapers participate in policy-related decision-making	04.1 Number of Global Shapers serving in high-level leadership positions
Enable Youth Action Young people lead projects alongside diverse stakeholders to achieve change	05. Diverse stakeholders are included in changemaking work	05.1 Percentage of Global Shapers who confirm that diverse stakeholders were included in the (i) design, (ii) execution and (iii) evaluation of hub projects
		05.2 Percentage of hub projects that include representation of more than one stakeholder and/or demographic group
		05.3 Percentage of hubs that create partnerships with at least one actor in their community to execute their work
		05.4 Number of hubs that are tracking their project success aligned to the SDG Framework, other international standards or their own frameworks.
Output Indicators		
Develop Youth Leaders Young people acquire new knowledge and skills	06. Global Shapers build skills	06.1 Percentage of Global Shapers who have significantly improved their skills because of their community membership
Amplify Youth Voices Diverse voices of young people are amplified	07. Global Shapers have their voices amplified worldwide	07.1 Number of Global Shapers who participate in influential speaking opportunities that facilitate their input into decision-making processes
		07.2 Number of Global Shapers whose insights and ideas are published on the World Economic Forum's Agenda
		07.3 Number of Global Shapers that are integrated into World Economic Forum Councils, Initiatives and Experts Bodies
		07.4 Percentage of Global Shapers across diverse regions and countries who had their voices amplified

Enable Youth Action Young people self-organize to lead projects in their local communities	08. Global Shapers design and execute projects in their cities	08.1 Number of projects led per year
		08.2 Number of active cross-hub initiatives and global campaigns per year
	09. Global Shapers self-organize in an inclusive, participatory way	09.1 Young people self-organize within their year through regular hub meetings
		09.2 Percentage of Global Shapers that agree that their hub is inclusive, equitable, engaging, safe and fair
Activity Indicators		
Develop Youth Leaders We create opportunities to build skills for diverse young people	10. Skills building resources and learning spaces are available to Global Shapers worldwide	10.1 Number of skills building resources available to Global Shapers per year
		10.2 Number of learning spaces available to Global Shapers per year
		10.3 Number of Global Shapers who benefited from resources (courses)
		10.4 Number of Global Shapers who benefited from learning spaces (events)
	11. Global membership continues to expand learning opportunities to young people worldwide	11.1 Number of Global Shapers
		11.2 Number of Global Shapers per hub
		11.3 Number of Global Shapers alumni
	12. Global membership is diverse and includes young people from all walks of life	12.1 Global Shapers are diverse in terms of gender, race, ethnicity, ability, age, education, expertise and industry
Amplify Youth Voices We facilitate youth participation in decision-making	13. Global Shapers have opportunities to participate in decision-making spaces	13.1 Number of Global Shapers who participate in international decision-making events and processes
Enable Youth Action We support young people to self-organize to lead local projects	14. Global Shapers are organized in city-based hubs to take action	14.1 Total number of countries where Global Shapers hubs are based
		14.2 Total number of hubs
		14.3 Number of hubs opened per year
		14.4 Number of hubs closed per year
	15. Global Shapers are supported to create and execute projects	15.1 Number of projects supported with funding, mentorship or coaching
		15.2 Amount of funding distributed
		15.3 Number of community partners who support Global Shapers worldwide



Acknowledgements

Foundation Board

Klaus Schwab, Founder and Executive Chairman, World Economic Forum

Founder and Board Chair, Global Shapers Community Foundation

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